




## MEMORANDUM

**Agenda Item No. 11(B)7**

TO: Honorable Chairperson Barbara Carey-Shuler, Ed.D.      DATE: December 4, 2003  
and Members, Board of County Commissioners

FROM:  George M. Burges      SUBJECT: District Reserve Fund  
County Manager      Process

At the second budget hearing, the Board approved the establishment of a District Reserve Fund of \$4.329 million (equivalent to \$333,000 per commission district) for priority community needs. Subsequently, the attached report for the allocation of District Reserve Funds was approved at the September 23, 2003, Board meeting. The options for allocating the funds included: enhancing existing programs, addressing gap funding in connection with existing grant programs, and allocations through a new competitive process.

Allocations may be made by motion to allocate funds by the first two methods. Under these options, funds may be allocated to a County agency to enhance services or transferred to increase available funding under an existing competitive process. Also, funds may be allocated to programs that have gone through a competitive process, been found to meet funding requirements, but have been recommended for reduced or no funding because of a lack of funds available to the competitive process. Funds may also be allocated to organizations that have historically been funded through a competitive process, but whose applications were rejected for technical reasons and not reviewed, including late proposals; or to complete a full year of transition funding for organizations funded for three-quarter year funding for FY 2003-04 if the competitive process does not have funding available for the period July 1, 2004 – September 30, 2004.

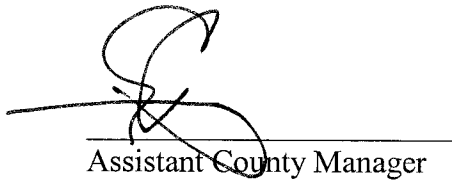
The last option called for allocations to be made through a new competitive process. During the Budget and Finance Committee meeting on October 16, 2003, staff presented an outline of the proposed new competitive process. Based on input received as a result of the presentation made at the Committee meeting, input from the Chair, and input received during the October 27, 2003, workshop held with members of your staff and staff from the Mayor's Office, I am providing a simplified process (attached) for your consideration.

The attached process is based on the criteria included in the September 23, 2003, report, but has been simplified to minimize the burden on applicant organizations and to facilitate the review process. If a commissioner elects to utilize the new competitive process, the commissioner will establish priority needs and a selection committee will be established for the district. Each request will be reviewed against the approved criteria, including: organization's operating history; not-for-profit status; place of operation; description of and number of clients expected to be served; funding history; specific amount requested; sources of funding; total program budget; and use of funding and community need. Program measures related to outcomes will be a contractual issue handled by the department assigned to manage and monitor the contract.

Allocations under this option will be made by formal resolution. The Chairperson has waived committee review, and allocations of District Reserve Funds made utilizing the new competitive process may go directly to the full Board.

If the Board approves this process, I will instruct staff from the Office of Strategic Business Management to work with the Communications Department to place an advertisement announcing the availability of limited District Reserve Funds to meet priority needs.

Attachments



Assistant County Manager

cmo00604

**MEMORANDUM**

**TO:** Honorable Chairperson Barbara Carey-Shuler, Ed. D.      **DATE:** September 23, 2003

**FROM:** George M. Burgess, County Manager      **SUBJECT:** Options for Criteria for the Allocation of District Reserve Funds

At the second budget hearing, following several unsuccessful straw ballots to set a countywide millage rate, the Board reduced the total millage rate by 0.025 mills and allocated a reserve (District Reserve Funds) of \$4.329 million (the equivalent of \$333,000 per commission district) for priority community needs. Following the straw vote approving that compromise, members of the Board proposed that criteria be established for the allocation of those funds. I proffered that we could provide options for the allocation process for the Board to consider. On September 19, the Mayor sent me a request to provide him, by Wednesday, an outline of the competitive process for the allocation of those funds. In light of the Mayor's concerns and the discussion at the budget hearing, I am providing the following criteria for your consideration at Tuesday's Commission meeting.

To a large extent, the options are based on the discussion at the budget hearing regarding gaps in funding for district and countywide needs. Organizations should be aware that the District Reserve Funds are non-recurring and should be used for one-time expenditures, transitional expenses, seed money, etc. Several options for criteria, as outlined below, have been developed for your review, and they are not necessarily exclusive. The Board could choose to approve a combination of these options, and funds could be allocated through any of the approved options. Also, the Board could choose to require that allocations requested from the District Reserve Funds be formally approved through resolution (not a motion) approved by the Board following review by the appropriate Commission Committee. Under no circumstances should any of the funds be transferred to individual commission office budgets.

**ALLOCATIONS ENHANCING EXISTING PROGRAMS**

- Funds could be allocated by any commissioner to County agencies to enhance services, such as meals programs, parks programs, social services, etc. Also, allocations could be used for countywide projects to complement QNIP funded projects.
- Funds could be transferred by any commissioner to any existing competitive process to increase available funding. Such a transfer could address the concerns on the part of several commissioners that the district Mom and Pop Business Grant Program should be \$200,000 instead of the \$100,000 that was approved. Other existing programs include the Alliance for Human Services Program, the Cultural Affairs Council Grants Program, and the recreational and environmental grants programs.

**ALLOCATIONS ADDRESSING GAP FUNDING IN CONNECTION WITH EXISTING GRANT PROGRAMS**

- Funds could be earmarked by a commissioner for allocation to organizations that have gone through a competitive process, been found to meet the requirements for funding, but have been recommended for reduced or no funding because of a lack of

funds available to the competitive process. Allocations of this type would provide a stopgap for deserving organizations that are affected because of budgetary limitations in allocations to competitive grant programs, including the Community Development Block Grant process.

- A variation of the preceding option would be to permit allocations to programs that have historically been funded through a competitive process, but whose applications were rejected for technical reasons and not reviewed. This exemption would not apply to applications that were reviewed and found to fail to be eligible for funding. Another variation could be to allow funds to be used for programs that have been historically funded for a number of years through a competitive process but which failed to submit a timely application for the new year.
- Funds could be used by a commissioner to complete a full year of transition funding for organizations that were funded in the current year and received three-quarter year funding for FY 2003-04 if the competitive process (such as the Cultural Affairs Council Grants Program) does not have funding available to provide funding for the period from July 1, 2004, through September 30, 2004. Such funding could be conditioned on the organization applying for FY 2004-05 funding through the competitive process and submitting a timely, technically qualified application.

#### **ALLOCATIONS THROUGH A NEW COMPETITIVE PROCESS**

- To ensure a true competitive process, all of the following components must be implemented. A selection committee for the competitive process should be established for each commission district. Each selection committee should consist of three persons chosen from the commission district and two County staff persons chosen by the Manager. This process should include a requirement that each commissioner define district priority needs for FY 2003-04. Allocations to organizations should be limited to programs that address those priority needs. Funding requests could be accepted each quarter, and each request reviewed, based on specific criteria, by the appropriate district selection committee. Criteria to be used for funding under this option should include a formal application process, the organization's operating history, direct relationship to district priority needs, other funding sources, leveraging and maximizing resources, the program budget, the specific use of the District Reserve Funds, not-for-profit status, clients served, performance measures related to program outcome, etc. Also, organizations should be required to respond to a formal request for proposals process. Allocations under this option should be made by resolution approved by the Board following appropriate committee review. This process assumes that small grants of an immediate nature will continue to be made from the office budget of individual commissioners.

Again, these options are only suggestions to help you in your efforts to develop a process for allocating funds to organizations. If you wish to discuss these options, do not hesitate to call me.

cc: Honorable Alex Penelas, Mayor  
Honorable Members of the Board of County Commissioners  
Honorable Harvey Ruvin, Clerk of Courts  
Robert A. Ginsburg, County Attorney

**MIAMI-DADE COUNTY**  
**DISTRICT RESERVE FUNDS PROCESS**

**Established Methodologies**

Allocations may be made by a Commissioner, by motion at any time, following one of the established methodologies (enhancing existing programs or addressing gap funding).

**New Competitive Process**

1. Each Commissioner establishes priority needs. Priority needs may be broad, countywide, or district specific.
2. An advertisement announces the availability of limited District Reserve Funds to meet priority needs and includes a contact number. Placement on the County's website may also be used.
3. Requests for District Reserve Funds will be in the form of written proposals, (no more than two pages in length) and may be submitted at any time.
4. Submittals should include basic information such as a contact person and the district(s) from which funds are requested. In addition, it should include information to allow for assessment using the established Board approved criteria: organization's operating history; not-for-profit status; place of operation; description of and number of clients expected to be served; funding history; specific amount requested; sources of funding; total program budget; and use of funding and community need.
5. Selection committee (5 person) will review each request based on the submittal and the priority needs established by the District Commissioner. Committee will meet at least quarterly, but may meet periodically during the year at the discretion of the Commissioner,
6. For each submission, the selection committee will forward committee's summary recommendation form and the proposal to the Commissioner for consideration. Individual recommendation forms from each committee member will be retained by the committee.
7. A final recommendation for funding is at the discretion of the Commissioner. The District Commissioner's Office working with the County Attorney's Office will prepare a resolution and place the item(s) on an agenda. Multiple awards can be in one item. The Chairperson has waived committee review, and allocations of District Reserve Funds may go straight to the full Board.
8. Approved awards will be assigned to the most appropriate department for contract management and monitoring, including performance measurement. Each Commissioner, working with the appropriate department, will determine the payment schedule.

**MIAMI-DADE COUNTY  
DISTRICT RESERVE FUND ASSESSMENT FORM**

Date Received: \_\_\_\_\_

Organization Name: \_\_\_\_\_

Program Name: \_\_\_\_\_

Amount Requested: \_\_\_\_\_

Commission District: \_\_\_\_\_

For each criteria please indicate one of the following:

- E Excellent
- G Good
- F Fair
- NR Non-responsive

Criteria	Recommendation (E, G, F, NR)
1. Organization's Operating History	
2. Not-for-profit Status	
3. Place of Operation	
4. Description of and Number of Clients Expected to be Served	
5. Funding History	
6. Specific Amount Requested	
7. Sources of Funding	
8. Total Program Budget	
9. Use of Funding and Community Need	

Overall Recommendation (Circle One): Recommended for Funding

Not Recommended for Funding